



Deloitte's experience with the Women's Initiative (WIN).

*Women in Biomedical Research: Best Practices for
Sustaining Career Success Workshop*

Asif Dhar, MD, MBA

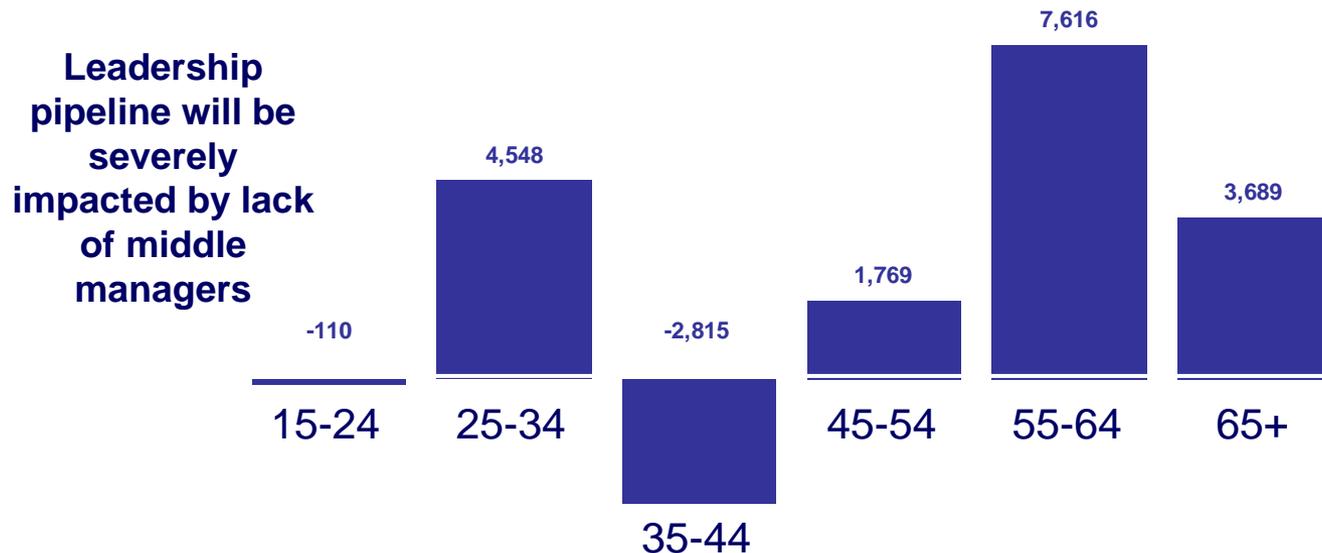


Trends: Shrinking Pool of Managers and Skilled Labor

By 2012, there will be a 6 million person gap between the supply and demand of knowledge workers in the U.S.

- Domestic labor force will only grow at rate of 1%
- Retirement of baby boomers
- Low birth rates
- Increased competition for skilled workers around the world
- Stagnant college graduation rates
- Decline in competency in basic skills among high school and even college graduates
- Global pool of skilled workers is shrinking

Change in Labor Force by Age, Projected 2004 – 2014 (in Thousands)

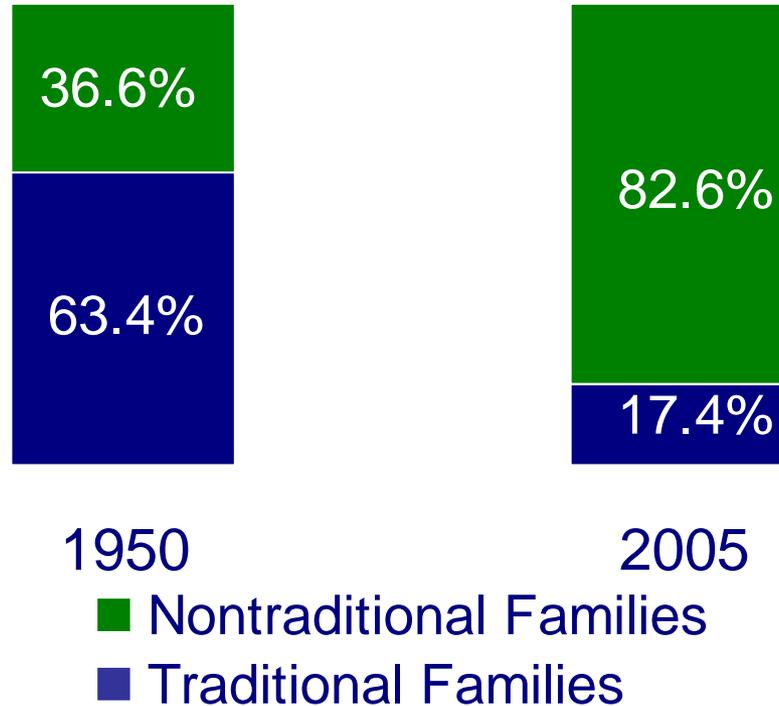


Source: U.S. Bureau of Labor Statistics, Labor Force, *Occupational Outlook Quarterly* 49, no. 4 (Washington, DC: GPO, Winter 2005/2006).

Trends: Changing Family Structures

Only 17% of households now have a husband in the workforce and a wife who is not, down from 63% in 1950.

Changing Family Structure 1950-2005

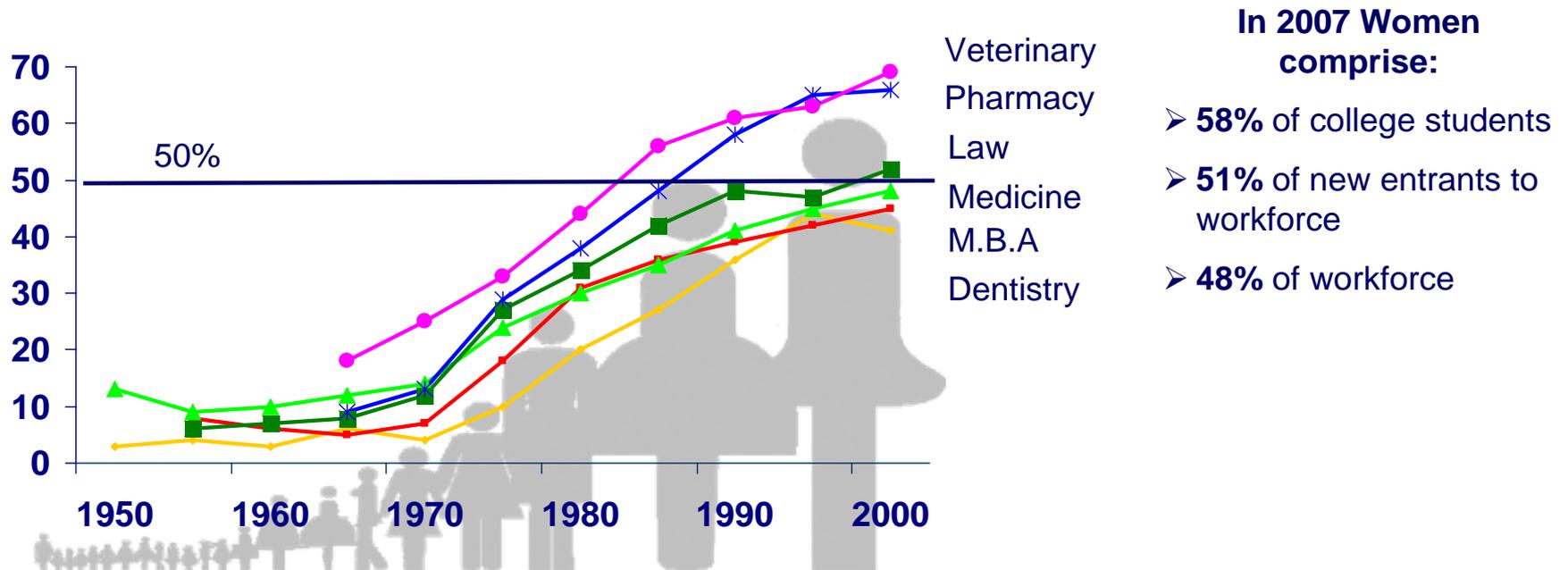


Source: 1. Catalyst, *Two Careers, One Marriage: Making it Work in the Workplace* (New York: Catalyst, 1998) With updated data fro 2005 from U.S. Bureau of Labor Statistics, *Annual Social and Economic Supplement, Current Population Survey* Washington, DC: GPO, 2005).

Trend: Increasing Number of Women with Professional Degrees

The proportion of degrees awarded to women vs. men has risen sharply since the 1970s.

% Share of Professionals Degrees Awarded To Women



Source: W. Michael Cox & Richard Alms, "Scientists Are Made, Not Born" New York Times, 28 Feb, 2005; US Department of Education; US Department of Labor

These Trends are Creating a Convergence to Create New Workforce Solutions



Deloitte Launched the Women's Initiative ("WIN") in 1993

WIN is the Initiative for the Retention and Advancement of Women at Deloitte

Vision: Drive marketplace growth and create a culture where the best women choose to be.

Goal: Make our women successful in the marketplace and create an environment where everyone can thrive.

Drivers of Success: Innovation, Professional Development, Mentorship, Eminence and Marketplace.

We want to provide our clients with access to the best and brightest talent available

- ✓ The Women's Initiative is woven into the fabric of our culture
- ✓ Deloitte has highest percentage of women partners, principals, and directors amongst our Big Four competitors

More and better-educated women are entering the workforce. They have more options now than ever before.



Women comprise nearly 50% of the U.S. labor pool.



60% of all accounting bachelor's degrees are awarded to women.



58% of all bachelor's degrees and master's degrees are granted to women.



Women now hold more than half of all managerial and professional positions in U.S. businesses.



How Does WIN Work?

•Innovation

- ***Crafting program innovations with emphasis on choice and the advancement of women in our profession***
 - Mass Career Customization
 - Personal Pursuits

•Professional Development

- ***Develop qualified women to give them more opportunities to succeed***
 - WIMAC (Women's Initiative Manager Action Committee)
 - Leading Edge

•Mentorship

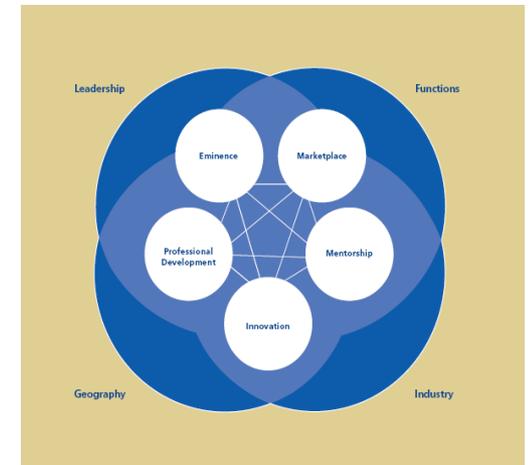
- ***Researching the art and science of mentoring to determine leading practices.***
 - Crafting mentoring programs with supporting recognition and metrics
 - Focusing senior mentoring the most promising women in our organization

•Eminence

- ***Developing research and promoting the accomplishments of our women.***
 - Keeping connected with the latest research on women in the workplace.
 - Work with community leaders to bring women's issues to the forefront

•Marketplace

- ***Helping women extend their own reach in the marketplace.***
 - Working Mother magazine's annual Work Life Congress
 - Fortune's Summit on the 50 Most Powerful Women



The Impact is Measurable

21%*

women partners, principals and directors—the highest percentage among the Big Four professional services firms

54%

women rehires

“While some talk about women leaving the workforce, we note that 54% of our rehires are women. That tells me we’re doing something right for our women.”

Sharon Allen, Chairman
Deloitte & Touche USA LLP

32%

women partner, principal and director admissions

15%

increase in number of women in the highest partner/principal peer group

-1.8%

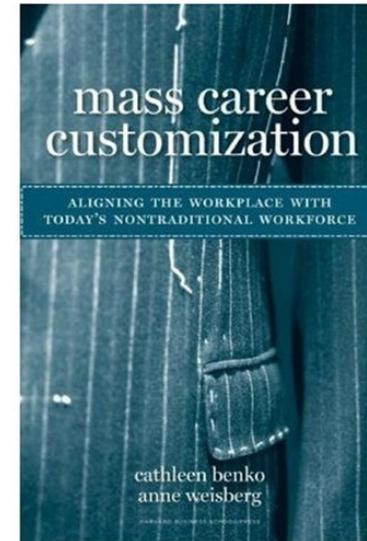
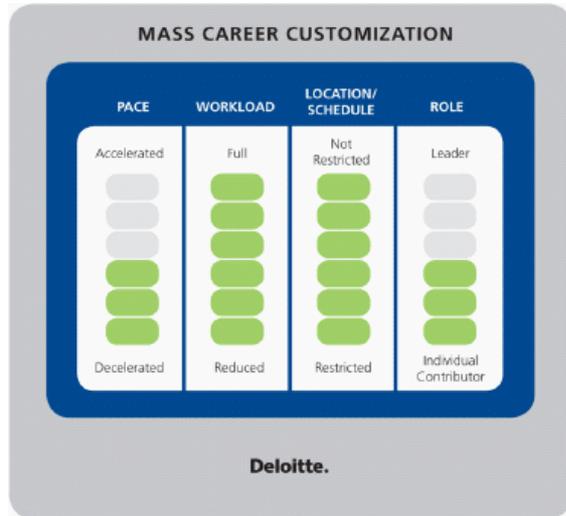
gender turnover gap

47%

women hires



These Programs have Transformed Deloitte and Deloitte's Services



- ✓ In 2006, we continued to design, refine and pilot Mass Career Customization (MCC)™
- ✓ MCC replaces a “one-size-fits-all” approach to career progression.
- ✓ The goal: to better align the workplace with the needs of the workforce.

- ✓ Results show increased productivity and morale, continued high service standards and a positive correlation between MCC and retention.
- ✓ We publish this approach through Harvard Business School Press to outline the structural workforce shift

Additional Questions and Inquires?

Additional Information on WIN:

http://www.deloitte.com/dtt/section_node/0,1042,sid%253D2261,00.html

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